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ABSTRACT

The administrative structures and functions of multi-campus colleges/districts of the same size as the Community College of Denver (CCD) were investigated to determine the positive and negative aspects of multi-campus colleges vs. separate independent colleges and of centralization vs. decentralization of 38 administrative functions. A survey of 15 multi-campus colleges/districts revealed a pattern of centralization of certain functions, including automated data processing/administration, institutional research, statistical services, district publicity and personnel records. Functions, such as financial aid, student library services, counseling and testing, and health and instructional services, reflected a decentralized pattern. Nineteen other functions revealed no pattern in how they were administered. Based on study findings, suggestions were made regarding the reorganization of the administrative structure of CCD, which included the use of a synthesis of centralized and decentralized modes of administration to maximize both efficiency and flexibility. Appendices include a compilation of survey data of functions at the 15 colleges/districts, questionnaire responses by college district, district organizational charts, and a selected bibliography. (TP)

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**Community College of Denver**
Robert E. Lahti, President

- ED158795

# ORGANIZATIONAL STRUCTURE IN MULTI-CAMPUS COMMUNITY JUNIOR COLLEGES/DISTRICTS

JC 780 452

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May 8, 1978

## HIGHLIGHTS

- A national trend toward more centralized administrative structures has been identified with respect to multi-campus community colleges/districts in urban areas of the United States.

- Principles of management suggest a dynamic process for organizations to reassess their missions, goals, and objectives; and, then, to realign their structures, functions, and procedures toward those ends.

- No optimum model has been identified by which to structure a multi-campus community college/district, but research on the subject indicates that organizational structures are a function of factors such as, the political, economic, and community environment; size of enrollments, number of campuses; dispersion of campuses; and the prevailing educational and administrative philosophy.

- From a recent survey of thirty-eight functions and sub-functions at fifteen multi-campus colleges/districts, some functions reflected a tendency toward a centralized or decentralized administration; others reflected varied propensities in this regard.

  * Eleven (11) functions clearly reflected a centralized pattern: automated data processing/admininstration, institutional research, statistical services, internal auditing,

legal services, personnel/records, salary administration, district publicity, college-wide plant management, purchasing, and warehousing.

* Eight (8) clearly reflected a decentralized pattern: financial aid/counseling, financial aid/awards, student library services, local plant maintenance and operation, counselling and testing, student activities, health services, and instructional services.

* With respect to the remaining nineteen (19) functions surveyed, the frequencies across a centralization-decentralization-both spectrum, revealed four other tendencies.

  * Six (6) functions showed a tendency toward centralization: accounting, campus physical planning, financial aid/accounting, financial aid/reporting, library technical services, and affirmative action.

  * Four (4) showed a tendency toward centralization, but with significant tendencies to being partially decentralized: budget formulation and planning, financial aid/monitoring, publications, and resource development/grantsmanship.

  * Four (4) showed a tendency toward decentralization: admissions/registrar, Veterans affairs, community services (non-credit), and continuing education.

* Four (4), decentralization, but partially centralized: automated data processing/instructor/student management, auxiliary enterprises, personnel/hirings, and campus publicity.

* Finally, one (1) function, educational planning and development, showed a nearly equal number for frequencies across the centralization-decentralization-both spectrum.

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Chapter I

INTRODUCTION

## A. Background

On February, 1978, the Colorado Commission on Higher Education (CCHE) published a report titled, A Plan and a Process for Postsecondary Education in Colorado: Quality and Access.[1] In Section V on Page 36, suggestions regarding the external governance of Community College of Denver were made. In this report it was suggested that Community College of Denver (CCD) become more balanced in regard to the delineation between central office functions and the authority and responsibilities that should be placed on the local campuses. Possibly, the report continued, an alternate system should be found which would preserve the best of the present system, while fostering an administrative structure on each campus which responds to local need. In order to act on this suggestion, the question arises whether or not the present system could be further refined to better align all administrative functions of the college with its mission and goals. In this light, under the leadership of the Denver Area Council and the College President, the intent of these suggestions made by the Colorado Commission on Higher Education might be accomplished, while retaining the basic elements of the present system.

The foregoing suggestions generated the need to review the administrative organization in relation to the rapid growth of the college.

## B. Purpose and Methodology of the Study

The purpose of this study was to analyze some positive and negative aspects of the administrative structure and functions of a multi-campus community college, such as CCD. The methodology of the study used a two-pronged investigation, as follows:

1. To identify, through a review of the literature, some of the positive and negative aspects of:

    1) the multi-campus vs. separate independent colleges
    2) centralized vs. decentralized administration structure

2. To identify which operations have been commonly centralized or decentralized based on a survey of fifteen community colleges /districts.

## C. Scope and Limitations

This study makes no attempt to survey or comment upon the specific administrative structures of any individual campus. In similar fashion, no recommendations have been made to change adminstrative structures of CCD. Based on the findings of this survey, the readers must draw their own conclusions.

Chapter II

# THE COMMUNITY COLLEGE OF DENVER-- STRUCTURE AND FUNCTIONS

## A. General

The 1967 Colorado General Assembly, in the enactment of House Bill 1448,[2] established a state system of community colleges under a State Board for Community Colleges and Occupational Education. The first college to be created under the State Board, by the passage of House Bill 1449,[3] was the Community College of Denver. The new law called for establishment of three campuses (North Campus, 1968; Red Rocks Campus, 1969; Auraria Campus, 1970) to serve primarily the area of Adams, Arapahoe, Boulder, Denver, and Jefferson Counties.

## B. The Role of the College

The role of Community College of Denver is four-fold:

1. To provide vocational educational programs to meet the training needs of youth and adults in a variety of occupations.

2. To provide general education programs which enable students to transfer to four-year colleges or universities.

3. To assist students to identify, select and accomplish their educational goals.

4. To provide developmental programs, cultural activities, and community services.

C. The Denver Area Council

The five-member local governing council for Community College of Denver, officially named the Denver Area Council for Community Colleges, provides leadership and guidance to the multi-campus college through its function of policy review and approval. Individual members of the Denver Area Council do not represent any specific campus; they act in the best interest and welfare of the total college.

D. President of the College

Final executive authority on all operational and management matters concerning the college rests with the chief executive officer who is the college president.

The president is housed separately from the campuses in the central office. Central office staff provide services to all three campuses in the areas of personnel, accounting, public information, budgeting, automated data processing, institutional planning and research, grantsmanship, management information systems, facilities planning, and purchasing.

E. Campus Vice-Presidents

The vice-president of each campus is responsible for the day-to-day academic and management operations of the campus, and participates in the college-wide administrative decision-making processes. The campus vice-president is responsible for communication, interpretation, and execution of the policies of the college as set forth by the president, Denver Area Council, and the State Board for Community Colleges and Occupational Education. Presently, local campus functions include:

1. Instructional planning, development, implementation, and evaluation.

2. Student services, such as Admissions and Records, Student Activities, Student Health Services, Veterans Affairs, Student Job Development and Placement Services, and Counseling Services.

3. Physical facility and plant operations and maintenance.

4. Womens Center.

5. Community Services.

6. Learning Materials Center.

7. Learning Development Center.

8. Other related services.

F. Campus General Advisory Committee

In order to provide a communication link between each campus and its service area, a citizens group called the General Advisory Committee has been formed to advise the Denver Area Council and campus administration on educational programs and services. The General Advisory Committee's recommendations to the Denver Area Council help insure quality educational experiences for students and programming which meets the needs of the community. This committee also acts as a citizens advocacy group to the Governor and the State Legislature. The local advisory committee arrangement is a valuable asset to the Community College of Denver.

G. The Multi-Campus Structure

Under the leadership of the Denver Area Council and a single college president, the multi-campus structure of the Community College of Denver has incorporated procedures which are intended to reflect sound management principles, as well as its commitment to students and community services.

The current governing structure follows with the national trend to locate several campuses in a general geographic area which

maintain some degree of local autonomy and responsiveness, and yet provides the system as a whole unified support services and focused leadership.

The advantages of such a structure were recently presented in a study sponsored by the Clearinghouse for Junior College Information and the American Association of Junior Colleges.[4] Their findings are given below. The multi-campus structure:

1. Minimizes unhealthy competition among campuses. Competition among two or more proximate colleges can best be held at a constructive level when institutions are part of a unified system.

2. Permits financial flexibility to cope with temporary pressure points in campus development. In Colorado, operating budget requests to State agencies must be prepared as much as 18 months in advance of their effective date. The Colorado General Assembly appropriates a lump sum to the college instead of three separate appropriations to each of the three campuses.

3. Permits the economy of a large-scale operation while maintaining enough flexibility to respond to local needs. Purchasing, automated data processing, research, personnel, and accounting are examples of cost-effective centralization which leave campus administrators free to respond to student needs.

4. Enhances the college's efforts to attract top talent for the key administrative positions and the chief officer when the college is of sufficient size.

5. Avoids unnecessary duplication of specialized high-cost occupational programs. Unified governance permits elimination of duplicate equipment, faculty, physical plant and supplies. It permits students a broad range of class choice and mobility.

6. Provides greater opportunity to share ideas, staff, and equipment among campuses of the Community College of Denver. Even though the inter-campus coordination mechanism, at times, appears to be time consuming, the meetings and conferences have brought college personnel together from different campuses to share and exchange ideas for program development, as well as for problem solving and prevention.

7. Increases effectiveness of efforts to interpret college financial and educational program needs to Federal and State agencies and legislators. Such efforts are made by one united institution as opposed to three separate units.

8. Permits ease of student transfer from one campus to another within the college. Since the course descriptions, program contents, and common catalog descriptions are being implemented at the College, Community College of Denver students can transfer from one campus to another without losing credits.

In closing, the present organizational structure of the Community College of Denver permits the State of Colorado to create educational centers which are geographically scattered throughout the Denver metropolitan area and are easily accessible to residents. It also allows the Denver Area Council and president to allocate fiscal resources to each campus based on enrollments and other needs criteria. This maximizes fiscal flexibility as opposed to working with three separate budgets.

## Chapter III

## DISCUSSION OF CENTRALIZED/DECENTRALIZED ADMINISTRATIVE STRUCTURE

### A. General

When considering the merits of either "decentralization" or "centralization," it should be remembered that these terms represent styles of leadership, decision-making and administrative responsibility.

If decisions, control of resources, methods of implementation and accountability are the responsibility of a core administrative staff, then "centralization" is the style of management.

If these same functions are dispersed through several layers of management within an institution and responsibility for outcomes are placed with those people closest to the action, then the management style is said to be "decentralized."

Either style of leadership and administrative structure may be employed at any institution whether or not it is multi-campus, with a central administrative building such as Community College of Denver, or a single campus institution such as Arapahoe Community College.

B. Merits of a Centralized Structure

There are positive outcomes under each style of organization. The discussion below presents some of the "pros and cons" for both "decentralization" and "centralization". These ideas are taken from selected sources. The study titled The Multi-Institution Junior College District, [5] by Kintzer, et. al. discusses many of the following points at length. A centralized structure:

1. Eliminates duplicate systems on each campus for such functons as purchasing, data processing, facilities planning, personnel, publicity, research, finance, physical plant and contracting. Such centralization allows Community College of Denver the economy of a large organization while maintaining the smaller campuses focus on local concerns and educational needs.

2. Provides for more flexible manpower utilization. Staff assignments can be varied, faculty mobility and opportunities for personal growth can be maximized.

3. Additionally, personnel services such as recruiting, pay structure, fringe benefits, payroll, and affirmative action requirements can become consistent and efficiently handled by a central staff as opposed to duplicate personnel structures on each campus.

4. Facilitates a more direct communication process to one key administrator as opposed to several separate administrators. The central administrator can maintain a single focus, responsibility and authority; therefore, institutional objectives can often be more clearly delegated, defined and directed.

5. Can provide specialized resources and personnel as collective bargaining becomes a reality.

6. Tends to foster the equal treatment of all institutional elements. A higher degree of consistency can be achieved in support services, personnel, salaries, promotion, grievances, and resource allocation.

7. Achieve uniformity which benefits students. Academic standards, transfer of credits, uniform course numbering and titles, admission policies, certification of occupational competencies, financial aid assistance, and record maintenance can become organized and consistent.

8. Minimizes rivalry and competition between campuses.

9. Enhances recruitment campaigns, publicity, grantsmanship, community services and coordination with manpower programs as missions of the institution as a whole.

10. Facilitates educational program coordination and development; therefore, it optimizes the development of educational programs in accord with the local needs of the college service area.

11. Facilitates resource sharing, exchange of ideas, staff development programs, and the use of college-wide committees in the development and analyzation of workload standards, salary schedules, academic standards, and needs assessment.

12. Eases and speeds community contacts and minimizes the possibility of a "bad press" resulting from conflicting information disseminated from different campuses within the college.

13. Expedites communication between campuses and outside agencies, particularly State and Federal governments.

14. Provides a greater opportunity to employ professional personnel with a higher level of proficiency and specialization.

15. Discourages too much emphasis on the individual campus prestige; rather, it emphasizes the provision of maximum educational services of the College.

16. Permits the formation of vocational advisory committees for each vocational field as opposed to one for each area on

separate campuses. In this regard, broader industrial support of the college from leadership in major industries can be encouraged in behalf of one large, single institution rather than several small campuses. It even fosters efficient use of the industrial representatives' time.

C. Merits of a Decentralized Structure

The decentralized mode of structure:

1. Tends to encourage campus initiative and creativity. Proponents of the decentralized concept emphasize the advantages of a system that allows for individual initiative, innovation and uniqueness that promote a healthy campus.

2. Fosters closer educational programming by allowing each campus to respond more rapidly to community and student needs.

3. Fixes responsibility at a lower structural level and thus minimizes confusion as to roles, duties, and responsibilities of college personnel.

4. Reduces the tendency to defer local decisions to a higher administrative direction.

5. Fosters the development of leadership among campus administrators who must assume a greater degree of responsibility for their role and decisions accompanying it.

6. Follows management maxim of responsibility and commensurate authority being vested in those at the scene of the action.

7. Enhances staff morale by a greater degree of local participation in decision-making.

8. Keeps working groups to a more manageable size. Time and effort of personnel involved in committees can be handled more efficiently; sometimes decisions can be arrived at in less time and results increased.

9. Speeds campus-level decisions since the central layer of administration is reduced.

## Chapter IV

## FINDINGS FROM THE SURVEY

### A. General

Fifteen community junior colleges or districts were contacted and information was gathered regarding centralization or decentralization of administrative support services. Telephone calls were made to gather survey data; and additional information, such as organizational charts and functional assignments were obtained by mail from the institutions contacted. The list of institutions contacted are listed in Table 1.

### B. Selection Criteria

Community colleges/districts were selected based on having generally comparable characteristics to the Community College of Denver, although some differed in governing structures, size, and composition of students. The following criteria were used for selection:

1. The community college district was either a multi-campus college or a multi-college district.

2. The total student enrollment consisted of 12,000 students (head count) or more.

TABLE 1

COMMUNITY COLLEGES SURVEYED

1) Community College of Allegheny County
Pittsburgh, PA 15222

2) Community College District VI
Seattle, Washington 98109

3) Cuyahoga Community College District
Cleveland, Ohio 44115

4) Dallas County Community College District
Dallas, Texas 75202

5) Los Angeles Community College District
Los Angeles, CA 90006

6) Maricopa County Community College District
Phoenix, Arizona 85002

7) The Metropolitan Community College
Kansas City, MO 64111

8) Miami-Dade Community College
Miami, FL 33176

9) Montgomery College
Rockville, MD 20850

10) Oakland Community College
Bloomfield Hills, MI 48103

11) Peralta Community College District
Oakland, CA 94610

12) San Diego Community College District
San Diego, CA 92108

13) St. Louis Community College
St. Louis, MO 63110

14) Tarrant County Junior College District
Fort Worth, TX 76102

15) Macomb County Community College
14500 Twelve Mile Road
Warren, MI 48093

3. The selected colleges were not directly controlled by either a university or a State Board of Higher Education. Junior colleges were not selected because their philosophical and educational emphasis might have differed from CCD.

4. A sample of community college districts in California was chosen, because of the large number of community college districts there.

5. Efforts were made to collect the data from a large geographical area. The 15 college districts represent 10 states.

C. Findings by Function

Due to the varying organizational patterns and differing clusters of activities and services, functions are not always identical in title, name, activity, and scope to those found at Community College of Denver. For ease of comparison, 38 general categories of administrative functions and subfunctions have been used to group all support service areas.

In many functions there is some sharing of responsiblity between campus and central administrators.

Table 2 displays a summary of the responses to the survey, comparing centralization and decentralization of administrative functions. Appendices A and B contain a more detailed compilation of

data from the survey and includes summary statements, graphs, and response frequencies of the contacted college/districts.

Some interesting observations may be made from Table 2. Certain frequencies of functions clearly favor a centralized administrative structure. Such functions include: automatic data processing/administrative, institutional research, statistical services, internal auditing, legal services, personnel/records, personnel/salary administration, district-level publicity, college-wide physical plant management, purchasing, and warehousing. Other frequencies clearly favor decentralized functioning: financial aid/counselling, financial aid/award determination, student access to library services, local plant maintenance and operation, counselling and testing, student activities, health services, and instructional services. The remaining functions show a varied orientation toward either the centralization or decentralization of functions, depending upon the category of responsibility.

The following definitions apply to the column-headings in Table 2 with the same titles.

1. Day-to-Day Decision-Making. This term refers to the responsiblity for the routine, day-to-day decisions attendant with administrative offices and functions.

2. Setting Rules of Operation. This term refers to the responsibility for policy-making, such as, how to operate an

office, how budgeted monies are to be allocated, etc. It is distinguished from Day-to-Day Decision-Making by the scope and duration of the effects of the policies engendered. A precise distinction is difficult to define, but is recognizable in practice.

3. Responsibility for Justification of Judgment and Correction of Errors. This term refers to the accountability for the successful administration of the function as listed. It answers the question, "Who is to blame?"

Table 2

Summary of Survey Findings
by Administrative Function

(Definitions: C = Centralized; D - Decentralized; Both = Both C & D)

| Function \ Category of Responsibility | Day to Day Decision Making | | | Setting Rules of Operation | | | Responsibility for Justification of Judgement and Correction of Errors | | |
|---|---|---|---|---|---|---|---|---|---|
| | C | D | Both | C | D | Both | C | D | Both |
| Accounting | 9 | 3 | 3 | 15 | 0 | 0 | 15 | 0 | 0 |
| Budget Formulation and Planning | 1 | 9 | 5 | 12 | 0 | 3 | 13 | 0 | 2 |
| Admissions/Registrar's Office | 1 | 11 | 3 | 5 | 6 | 4 | 4 | 10 | 1 |
| Automated Data Processing-Administrative | 14 | 0 | 1 | 15 | 0 | 0 | 15 | 0 | 0 |
| Automated Data Processing Instructor/Student Mgmt. | 0 | 14 | 1 | 8 | 2 | 5 | 4 | 10 | 1 |
| Auxiliary Enterprises | 3 | 11 | 1 | 5 | 7 | 3 | 5 | 6 | 4 |
| Campus Physical Planning | 10 | 4 | 1 | 14 | 1 | 0 | 13 | 1 | 1 |
| Financial Aid - Accounting | 7 | 8 | 0 | 10 | 5 | 0 | 10 | 3 | 2 |
| Financial Aid - Reporting | 6 | 9 | 0 | 11 | 3 | 1 | 11 | 2 | 2 |
| Financial Aid - Monitoring | 7 | 8 | 0 | 10 | 3 | 2 | 9 | 3 | 3 |
| Financial Aid - Counseling | 0 | 15 | 0 | 0 | 14 | 1 | 1 | 14 | 0 |
| Financial Aid - Award Determination | 0 | 15 | 0 | 0 | 13 | 2 | 1 | 14 | 0 |
| Institutional Research (1) | 11 | 1 | 1 | 11 | 1 | 1 | 11 | 1 | 1 |
| Statistical Services (2) | 12 | 1 | 1 | 13 | 1 | 0 | 13 | 1 | 0 |
| Internal Auditor (3) | 13 | 0 | 0 | 13 | 0 | 0 | 13 | 0 | 0 |
| Legal Services (4) | 13 | 0 | 0 | 13 | 0 | 0 | 13 | 0 | 0 |
| Library Services - Student Access | 0 | 15 | 0 | 0 | 14 | 1 | 0 | 15 | 0 |
| Library Services - Technical Services | 10 | 5 | 0 | 10 | 4 | 1 | 10 | 5 | 0 |
| Personnel - Records | 11 | 1 | 3 | 14 | 0 | 1 | 13 | 0 | 2 |
| Personnel - Affirmative Action | 8 | 5 | 2 | 14 | 1 | 0 | 14 | 1 | 0 |
| Personnel - Salary Administration | 13 | 2 | 0 | 14 | 0 | 1 | 14 | 1 | 0 |
| Personnel - Hiring | 0 | 13 | 2 | 9 | 2 | 4 | 7 | 7 | 1 |

Table 2 -- Continued

Summary of Survey Findings -- Continued

(Definitions: C = Centralized; D - Decentralized; Both = Both C & D)

| Function \ Category of Responsibility | Day to Day Decision Making | | | Setting Rules of Operation | | | Responsibility for Justification of Judgement and Correction of Errors | | |
|---|---|---|---|---|---|---|---|---|---|
| | C | D | Both | C | D | Both | C | D | Both |
| Information Services - Publications | 8 | 5 | 2 | 7 | 6 | 2 | 7 | 6 | 2 |
| Information Services - (5) District Publicity | 13 | 0 | 1 | 13 | 0 | 1 | 13 | 0 | 1 |
| Information Services Campus publicity | 2 | 10 | 3 | 3 | 10 | 2 | 2 | 10 | 3 |
| Physical Plant M & O Local campus operation | 1 | 14 | 0 | 3 | 11 | 1 | 1 | 12 | 2 |
| Physical Plant M & O - (6) Coll. Physical Plant Mgmt. | 11 | 1 | 1 | 13 | 0 | 0 | 12 | 0 | 1 |
| Purchasing | 15 | 0 | 0 | 15 | 0 | 0 | 15 | 0 | 0 |
| Warehousing (7) | 11 | 0 | 1 | 11 | 1 | 0 | 11 | 1 | 0 |
| Resource Development/ Grantsmanship | 1 | 9 | 5 | 12 | 2 | 1 | 12 | 2 | 1 |
| Educational Planning and Development | 3 | 6 | 6 | 7 | 4 | 4 | 8 | 3 | 4 |
| Student Services - Veterans Affairs | 0 | 13 | 2 | 5 | 10 | 0 | 5 | 10 | 0 |
| Student Services - Counseling and Testing | 0 | 15 | 0 | 0 | 15 | 0 | 0 | 15 | 0 |
| Student Services - Student Activities | 0 | 15 | 0 | 0 | 15 | 0 | 0 | 15 | 0 |
| Student Services - Health Services | 0 | 15 | 0 | 0 | 15 | 0 | 0 | 15 | 0 |
| Instructional Services | 0 | 15 | 0 | 0 | 15 | 0 | 0 | 15 | 0 |
| Community Services (non-cr) | 4 | 11 | 0 | 4 | 10 | 1 | 4 | 10 | 1 |
| Continuing Education (8) | 4 | 8 | 0 | 4 | 8 | 0 | 4 | 8 | 0 |

(1) No such function at Seattle or Peralta.
(2) No such function at Peralta.
(3) No such function at Seattle or Macomb.
(4) No such function at Seattle or Peralta.
(5) No such function at Maricopa.
(6) No such function at Seattle or Metropolitan.
(7) No such function at Alleghany, Los Angeles, or Oakland (Michigan).
(8) No such function at Seattle, Montgomery, or Peralta.

D. Other Findings

In addition to the functional inquiry, other topics were investigated during the survey. The questions and findings follow. Telephone interviews were conducted regarding: 1) the uniformity of campus administrative structures; 2) how recently the sampled districts conducted an organizational analysis; and 3) the extent to which consulting services were used.

1. Question: Is the campus administrative structure uniform within your college district?

   Finding: Only Oakland, Seattle, and Macomb County Community Colleges have administrative structures that are uniform throughout. Twelve college districts permit their campus chief-administrators to develop their own campus administrative structures. Frequently, proposals for campus administrative structuring are submitted to the district chancellor/president for review and approval. It was noted by several districts that the size of student enrollment is a primary determining factor for structuring campus organization.

2. Question: When was the organzation's structure last reviewed in your college district?

   Finding: Ten of the community college districts surveyed indicated that they formally reviewed the organizational

structure for their districts within the last two years. It was emphasized by numerous respondents, that continual review of organizational structure is needed. Ramifications for constant organizational analysis within a college district is far reaching. For example, the process can definitely effect staff and faculty morale, their sense of job security, job satisfaction, as well as time and cost of analysis, subsequent shifting of staff and assignments. Possible gains in productivity that may result from such reorganization must be weighed against these factors.

3. Question: Was the review of administrative structure accomplished by outside consultants or in-house personnel?

   Finding: Only four college districts had used an outside consultant's services. Of the four, two districts felt that the consultant's recommendation were quite useful and their recommendations were being implemented.

4. Question: Is the academic administration on campus a one- or two-dean system? Is the academic administration similar to CCD, where there are two instructional deans of equal rank?

   Finding: The San Diego Community College District and Macomb County Community College are the only two institutions which have a two-dean system comparable to that of Community College of Denver; namely, one instructional

dean for General Studies and another instructional dean for Occupational Studies. It should be noted that several districts had positions, such as associate dean or assistant dean under the dean of faculty or dean of instruction.

Chapter Five

# CONSIDERATION REGARDING THE REORGANIZATION OF THE ADMINISTRATIVE STRUCTURE OF THE COMMUNITY COLLEGE OF DENVER

A. General

B. Principles of Management

C. Organizational Guidelines

Chapter V

# CONSIDERATION REGARDING THE REORGANIZATION OF THE ADMINISTRATIVE STRUCTURE OF THE COMMUNITY COLLGE OF DENVER

## A. General

The emerging theme that can be identified from a review of the literature is that multi-institution community colleges can often function more efficiently than several autonomous institutions which provide services to the same geographical area. Unification of certain logistic, financial, personnel and management information systems can eliminate duplicated services and conserve funds.

Conversely, the same unification of services, coupled with the necessary centralized administrative controls, can result to some degree in a measure of depersonalization, avoidance of responsibility, and less program flexibility at the campus level.

In order to maximize the positive aspects of each style of administrative organization, there seems to be a growing trend toward the adoption of multi-campus community colleges with organizatonal structures which represent a synthesis of both the centralized and decentralized modes of administration.

The movement toward such a synthesis may have merit for Community College of Denver. Rather than adopt either a completely centralized or decentralized structure, planners might examine ways

to incorporate elements of both structural styles to fit the unique needs of Community College of Denver.

B. Principles of Management

Development of a new administrative structure suitable for the Community College of Denver would require consideration of a complex set of variables. It becomes imperative that certain guidelines be established for the use of the Denver Area Council, the President of the College, members of the President's Staff, and others who will be involved in the deliberation about the reorganization of present administrative structure.

Such guidelines should be based on sound management principles. They should be specific to the Community College of Denver and new organizational proposals should be checked against them. Drucker's suggestions to such deliberating bodies taken from the chapter entitled "Managing Service Institutions" in his book Management, Tasks, Responsibilities and Practice[6] expresses such principles.

These principles embrace the following points:

1. Define the mission.

2. Derive objective and goals, based on student and faculty needs.

3. Identify functions.

4. Establish priorities and set targets to reach them.

5. Set standards of accomplishment and performance.

6. Define measurements of performance.

7. Establish a feedback mechanism.

8. Audit the results attained toward the established objectives.

9. Adjust the system where necessary to achieve objectives.

Once the objectives and measures of achievement are clear, a structure can be formed which permits each campus hierarchy to handle operations and central staff to concentrate on direction, strategy, and key decisions for the future.

C. Organizational Guidelines

Guidelines should evolve from these aforementioned principles and should set forth tasks to implement them. They might include the following:[7]

1. Consideration of objectives of the district.

2. Creation of the environment of learning.

3. Planning before action - based on the philosophy of the institution and its environment.

4. Attention to efficiency and effectiveness.

5. Simplified central administrative structure, physically separated from individual campuses.

6. Allocation of authority for decision making, review, and appeals.

7. Development of line and staff relationships, limiting span of control to six or eight subordinates.

8. Selection of the staff to meet the philosophy and objectives of the institution.

9. Establishment of procedures for restudy and reevaluation.

10. Incorporation of Federal and State mandates.

# CHAPTER VI

## CONCLUDING REMARKS

The data from this study show some propensities toward centralized functioning and some toward decentralized functioning, and some overlap of functions in the multi-campus, community colleges surveyed.

In similar fashion, propensities for multi-campus as opposed to autonomous campus do not appear from the study. The pros and cons of these two concepts have been described on a philosophical basis in order to allow futher deliberation, and the many exogenous variables to come into play. These exogenous variables might include: the political, academic, and social environment, size, number, and dispersion of campus; and the educational and administrative philosophy of the central administration.

The optimum structure probably lies somewhere in the middle ground. However, it should be noted that the data from the survey reinforce the findings of other studies of a national trend toward an increasing number of multi-campus college district for governance and structure.

A. General

The following paragraphs present a brief analysis of each of these administrative functions. Accompanying each paragraph is a graph showing response frequency, whether or not the function is centralized, decentralized, or responsibility is shared between campus and central administration.

B. Definitions

The following definitions apply to the row-headings with respective titles in this Appendix. In similar manner, these definitions also apply to the column-headings in Table 2 with the same titles.

1. Day-to-Day Decision-Making. This term refers to the responsiblity for the routine, day-to-day decisions attendant with administrative offices and functions.

2. Setting Rules of Operation. This term refers to the responsibility for policy-making, such as, how to operate an office, how budgeted monies are to be allocated, etc. It is distinguished from Day-to-Day Decision-Making by the scope and duration of the effects of the policies engendered. A precise distinction is difficult to define, but is recognizable in practice.

3. Responsiblity for Justification of Judgment and Correction of Errors. This term refers to the accountability for the successful administration of the function as listed. It answers the question, "Who is to blame?"

C. Anaylses

1. Accounting

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C | (12) |
| | D D D D D D | (6) |
| Setting of Rules of Operation | C C C C C C C C C C C C C C C | (15) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C | (15) |

Accounting functions are highly centralized among the institutions surveyed. In each case, central administrators who

maintained control of rule setting were accountable for judgements made in this area and the correction of errors.

Three of the 15 districts surveyed shared some accounting functions with campus administrators on a day-to-day basis. These campus administrators were usually business managers who reported to the campus chief administrative officer. Generally, local campuses have the prerogative to spend budgetary dollars within prescribed guidelines and policies.

2. Budget Formulation and Planning

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C (6)<br>D D D D D D D D D D D D D D | (14) |
| Setting of Rules of Operation | C C C C C C C C C C C C C C C<br>D D D | (15)<br>(3) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C<br>D D | (15)<br>(2) |

Budget input begins, in the majority of cases, at the campus level. This is reflected in the figures shown in the category of "Day-to-Day Decision Making."

The majority of institutions surveyed centralized budgetary rules, accountability, policy development, systems development, and the approval of budgets.

3. Admissions and Registrar's Office

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C (4)<br>D D D D D D D D D D D D D D | (14) |
| Setting of Rules of Operation | C C C C C C C C C (9)<br>D D D D D D D D D D | (10) |
| Justifies Judgements, Corrects Errors | C C C C C (5)<br>D D D D D D D D D D D | (11) |

Usually, the function of the Admission's and Registrar's Office is carried out at the campus level, especially on a day-to-day basis.

Overlap of figures show that there are some institutions with registrars located centrally. The rule setting regarding this area is shared by campus and central staff and accountability rests, usually, with campus administrators. Additionally, automated data processing mandates centralized staff involvement in the registration and admission's procedure.

4. Automated Data Processing

Administrative

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C C C | (15) |
| | D | (1) |
| Setting of Rules of Operation | C C C C C C C C C C C C C C C | (15) |
| Justifies Judgements, Corrects Errors | C C C C C C C C C C C C C C C | (15) |

All 15 institutions surveyed have a centralized system for the administrative application of automated data processing. This includes systems development, as well as hardware/software control and management.

Management of Instructional Computing

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C | (1) |
| | D D D D D D D D D D D D D D | (15) |
| Setting of Rules of Operation | C C C C C C C C C C C C C | (13) |
| | D D D D D D D | (7) |
| Justifies Judgement, Corrects Errors | C C C C C | (5) |
| | D D D D D D D D D D D | (11) |

The use of data processing systems for instructional purposes, curriculum development, student or instructor use is managed on a day-to-day basis at the campus in all but one institution contacted.

Service in the above areas are delivered, in most cases, through terminal links with the central system. Thirteen of the 15 colleges surveyed use terminals. Additionally, five of the same sample use augmented systems such as time sharing, input-output systems, and computers installed on campus.

Rule setting regarding operation of terminals and computers are mutually worked out by central and localized staff in five institutions contacted.

Accountability for this function rests, in a third of the colleges surveyed, at central or district levels; conversely, two-thirds of the respondents indicated that accountability was a campus responsibility.

5. Auxiliary Enterprises

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C | (4) |
| | D D D D D D D D D D D D | (12) |
| Setting Rules of Operation | C C C C C C C C | (8) |
| | D D D D D D D D D D | (10) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C | (9) |
| | D D D D D D D D D D | (10) |

Operation, on a day-to-day basis, of auxiliary enterprises is a campus function at the majority of colleges contacted.

However, rule setting and accountability are sometimes a shared responsibility.

6. Campus Physical Planning

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C | (11) |
| | D D D D D | (5) |
| Setting Rules of Operation | C C C C C C C C C C C C C C C | (14) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C | (14) |
| | D D | (2) |

In all but one case, planning of plant construction was reported to be a centralized function. The five responses indicating decentralization in the category "Day-to-Day Decision Making" represent administrators who specifically identified a process that included campus staff at all stages of the planning process.

One institution, of those sampled, had no centralized responsibility for their function and one specifically shared the accountability aspects with both central and campus administrators.

7. Financial Aid

Financial Aid/Accounting

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C | (7) |
| | D D D D D D D D | (8) |
| Setting Rules of Operation | C C C C C C C C C C | (10) |
| | D D D D D | (5) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C | (12) |
| | D D D D D | (5) |

The accounting function for Financial Aid, especially in the areas of rules and accountability, are primarily the responsibility of the central accounting office.

However, day-to-day decisions for this function are often shared and there are some joint accountability procedures.

Several administrators surveyed mentioned that areas of cooperation were established in order to meet the governmental requirements for documentation and that many rules and procedures were set in accord with governmental policy.

Financial Aid/Reporting

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C | (6) |
| | D D D D D D D D D | (9) |
| Setting Rules of Operation | C C C C C C C C C C C C | (12) |
| | D D D D | (4) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |
| | D D D D | (4) |

Reporting, like the previous function, is highly centralized with the exception of day-to-day decisions which, in some instances, is a responsibility of the campus.

Financial Aid/Monitoring

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C | (7) |
| | D D D D D D D D | (8) |
| Setting Rules of Operation | C C C C C C C C C C C C | (12) |
| | D D D D D | (5) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C | (12) |
| | D D D D D D | (6) |

Financial Aid/Monitoring procedures are usually set by central administration; two of the 15 institutions surveyed set rules cooperatively. Among those contacted, central administration is usually responsible for accountability.

However, day-to-day decisions regarding the monitoring function may be either a central or campus task.

Financial Aid/Counseling

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | D D D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | C (1)<br>D D D D D D D D D D D D D D | (15) |
| Justifies Judgement, Corrects Errors | C (1)<br>D D D D D D D D D D D D D | (14) |

Financial Aid/Counselling follows the predominent pattern of direct student services and in almost all cases is totally decentralized.

Similarly, the function of Award Determination is almost a total responsbility of the campus.

Financial Aid/
Award Determination

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | D D D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | C C (2)<br>D D D D D D D D D D D D D D | (15) |
| Justifies Judgement; Corrects Errors | C (1)<br>D D D D D D D D D D D D D D | (14) |

8. Institutional Research

N = 15
C = centralized
D = decentralized
No Such Function = 2

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C | (12) |
| | D D | (2) |
| Setting Rules of Operation | C C C C C C C C C C C C | (12) |
| | D D | (2) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C | (12) |
| | D D | (2) |

Institutional Research is the responsibility of central administration at 11 of the institutions surveyed, while one college has a campus location for this function and one shares the responsibility.

Statistical Services follows the same patterns and is often a conjoint function of Institutional Research. Both offices collect, analyze, and disseminate management informaton, particularly in meeting report requirements of outside agencies.

In some cases, they provide support to those involved in procuring grants and contracts, or incorporate grantsmanship as part of Institutional Research.

9. Statistical Services

N = 15
C = centralized
D = decentralized
No Such Function = 1

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C | (12) |
| | D D | (2) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |
| | D | (1) |

Only two of the fifteen districts surveyed indicated that they do not have a central office which is responsible for coordination of management information services.

10. Internal Auditor

N = 15
C = centralized
D = decentralized
No Such Function = 2

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C | (13) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |

Thirteen institutions contacted maintained the auditing function centrally, two of the 15 colleges had no such function.

11. Legal Services

N = 15
C = centralized
D = decentralized
No Such Function = 2

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C | (13) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |

Five of the districts questioned employ full-time legal counsel. One administrator specifically mentioned full-time counsel as well as an attorney on retainer for specialized legal services.

The remainder of the college districts utilize legal services of either county or state attorney general's office.

12. Library Services

| Student Access to Library Services | N = 15<br>C = centralized<br>D = decentralized |
|---|---|
| Day-to-Day Decision Making | D D D D D D D D D D D D D D D (15) |
| Setting Rules of Operation | C (1)<br>D D D D D D D D D D D D D D D (15) |
| Justifies Judgement, Corrects Errors | D D D D D D D D D D D D D D D (15) |

In all 15 colleges, library services for students locating information or checking out books are located on campus and are under direct supervision of local campus personnel.

| Library Technical Services/ Library Services | N = 15<br>C = centralized<br>D = decentralized |
|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C (10)<br>D D D D D (5) |
| Setting Rules of Operation | C C C C C C C C C C C (11)<br>D D D D D (5) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C (10)<br>D D D D D (5) |

Library Technical Services include cataloging, purchasing, and processing library acquisitons. Cost and time savings are the main factors for centralizing this function, which is the reason given at the majority of colleges responding to the survey.

13. Personnel

N = 15
C = centralized
D = decentralized

Personnel/Records

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C C | (14) |
| | D D D D | (4) |
| Setting Rules of Operation | C C C C C C C C C C C C C C C | (14) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C | (15) |
| | D D | (2) |

In most instances, personnel records are maintained at the central office. Areas of overlap indicate joint rule setting and accountability, as well as two sets of personnel records, one kept at the central office and another on the campus.

Personnel/Affirmative Action

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C | (10) |
| | D D D D D D D | (7) |
| Setting Rules of Operation | C C C C C C C C C C C C C C | (14) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C | (14) |
| | D | (1) |

Affirmative Action Services are organized in one of three ways:

1. Centrally located.
2. Coordinated by a central administrator with Affirmative Action Officers located on each campus.
3. Affirmative Action Officers located on local campuses with little or no central involvement in day-to-day operations.

Rule setting and accountability for this function, however, are centralized at the majority of colleges contacted.

Personnel/Salary Administration

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C | (13) |
| | D D | (2) |
| Setting Rules of Operation | C C C C C C C C C C C C C C C | (15) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C | (14) |
| | D | (1) |

As in the other personnel categories, Salary Administration is usually centralized.

Personnel/Hiring

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C | (2) |
| | D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| | D D D D D D | (6) |
| Justifies Judgement, Corrects | C C C C C C C C | (8) |
| | D D D D D D D D | (8) |

According to each administrative officer surveyed, hiring of campus staff is handled at the local level.

Central Administration sets the rules for hiring at nine of the 15 institutions; four of the colleges surveyed jointly set hiring policy, and at two districts, hiring rules are set at the campus level.

Accountability for hiring rests with central administration at seven colleges, and with campus administrators at seven colleges; one district shares responsibility in this area.

A factor in hiring of personnel, as well as salary administration, which is not incorporated into this study,

is the impact on centralization or decentralization as a result of unionization.

Several administrators commented that simple classification of this function according to central or campus responsibility was not totally accurate because the role of negotiations is a third dimension which does not fit either category.

14. Public Information Services

Information Services/Publications (General catalogs, brochures, directories)

N =15
C =centralized
D =decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C | (10) |
| | D D D D D D D | (7) |
| Setting Rules of Operation | C C C C C C C C C | (9) |
| | D D D D D D D D | (8) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C | (9) |
| | D D D D D D D D | (8) |

When this function is centralized, publications are organized, written, verified, and often printed and distributed by central staff. Conversely, if this function is decentralized, these tasks are handled by campus staff with the exception of printing which may be externally done.

Two institutions contacted share responsibility for this area. Central coordinates the final product, but all aspects of production are mutually worked out by both staffs.

District Publicity

N = 15
C = centralized
D - decentralized
No Such Function = 1

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C C | (14) |
| | D | (1) |
| Setting Rules of Operation | C C C C C C C C C C C C C C | (14) |
| | D | (1) |

| | | |
|---|---|---|
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C | (14) |
| | D | (1) |

District publicity such as news articles, public information, district-wide or college-wide news releases emanate from the central office at the majority of the colleges surveyed. One institution has not had a public information office for several years, but is in the process of filling this position. Their district publicity will then be handled as a centralized function.

Campus Publicity
(Campus publicity on courses, program offerings)

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C | (5) |
| | D D D D D D D D D D D D D | (13) |
| Setting Rules of Operation | C C C C C | (5) |
| | D D D D D D D D D D D D | (12) |
| Justifies Judgement, Corrects Errors | C C C C C | (5) |
| | D D D D D D D D D D D D D | (13) |

Publicity on local course offerings, program content, or campus activities are a local responsibility at most colleges polled. At a few colleges, local publicity is coordinated with the central staff to varying degrees, and in a minority of institutions even local publicity is a function of central staff.

15. Physical Plant Maintenance and Operation

Local Campus Operation

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C | (1) |
| | D D D D D D D D D D D D D D | (14) |
| Setting Rules of Operation | C C C C | (4) |
| | D D D D D D D D D D D D | (12) |
| Justifies Judgement, Corrects Errors | C C C | (3) |
| | D D D D D D D D D D D D D D | (14) |

The majority of colleges surveyed report that local plant maintenance is controlled at the campus level by local personnel. In a few instances, although services are provided on campus, supervision and management control is done by the central staff or is shared in some aspect. One institution which centralizes rule setting specifically mentioned the effectiveness of this policy during the winter coal strike.

College-Wide Physical Plant Management

N =15
C = centralized
D = decentralized
No Such Function = 2

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C | (12) |
| | D D | (2) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |
| | D | (1) |

College-wide plant management is a central function at a majority of colleges contacted. Included in this category are special projects, some maintenance, and limited overlap with planning for new buildings.

16. Purchasing

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C C C C C | (15) |
| Setting Rules of Operation | C C C C C C C C C C C C C C C | (15) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C C C | (15) |

All 15 colleges contacted maintained responsibility for policy and control with the central staff for this function.

17. Warehousing

N = 15
C = centralized
D = decentralized
No Such Function = 3

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C C | (12) |
| | D | (1) |
| Setting Rules of Operation | C C C C C C C C C C C | (11) |
| | D | (1) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C | (11) |
| | D | (1) |

Warehousing is primarily a central function, though three of the 15 colleges contacted do not maintain any warehousing. One college reported that all warehousing is done at the local level.

18. Resource Development/Grantsmanship

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C C | (10) |
| | D D D D D D D D D D D D D | (14) |
| Setting Rules of Operation | C C C C C C C C C C C C C | (13) |
| | D D D | (3) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C C | (13) |
| | D D D | (3) |

The category "Day-to-Day Decision Making" reflects the fact that most proposals for government grants or foundation funding are initiated and written at the campus level. Central staff then provides technical assistance, review and editing, and the structure for accountability.

A few administrators surveyed mentioned that they have staff writers and researchers to provide the necessary technical backup. One college has a researcher/grantsman located on each campus, and one institution has no such function.

19. Educational Planning and Development

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C C C C C C | (9) |
| | D D D D D D D D D D D D | (12) |
| Setting Rules of Operation | C C C C C C C C C C C | (11) |
| | D D D D D D D D | (8) |
| Justifies Judgement, Corrects Errors | C C C C C C C C C C C C | (12) |
| | D D D D D D D | (7) |

Educational Planning and Development on a day-to-day basis is a sole function of central in 3 out of 15 cases. They are Cuyahoga, Metropolitan, and Peralta Community Colleges, located at Cleveland, Ohio; Kansas City, Missouri, and Oakland, California, respectively. Curriculum Development, Course Planning, and Academic Standards primarily are the daily responsibility of campus staff.

Rule setting and accountability for this function are more heavily centralized. They are a shared responsibility in four institutions and decentralized at a minority of the colleges surveyed.

20. Student Services

Veterans' Affairs

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C | (2) |
| | D D D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | C C C C C | (5) |
| | D D D D D D D D D D | (10) |
| Justifies Judgement, Corrects Errors | C C C C C | (5) |
| | D D D D D D D D D D | (10) |

Veterans' Affairs is an exception in the area of Student Services. While direct services to the students are delivered on campus at all colleges surveyed, in some cases rule setting and accountability remain a central function.

In all other categories of direct Student Services, the local campuses have maintained full control of the functions listed below.

Counseling and Testing
Student Activities,
Health Services

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | D D D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | D D D D D D D D D D D D D D D | (15) |
| Justifies Judgement, Corrects Errors | D D D D D D D D D D D D D D D | (15) |

21. Instructional Services

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | D D D D D D D D D D D D D D D | (15) |
| Setting Rules of Operation | D D D D D D D D D D D D D D D | (15) |
| Justifies Judgement, Corrects Errors | D D D D D D D D D D D D D D D | (15) |

Development and delivery of classroom instructional programs and services are local responsibilities at all institutions surveyed. Course offerings and course scheduling are also reflected in this category.

22. Community Services

N = 15
C = centralized
D = decentralized

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C | (4) |
| | D D D D D D D D D D D | (11) |
| Setting Rules of Operation | C C C C C | (5) |
| | D D D D D D D D D D D | (11) |
| Justifies Judgement, Corrects Errors | C C C C C | (5) |
| | D D D D D D D D D D D | (11) |

Non-credit classes are primarily a function of the local campus. At one institution contacted, non-credit offerings were coordinated jointly, and four colleges handled non-credit classes centrally.

23. Continuing Education

N = 15
C = centralized
D = decentralized
No Such Function = 3

| | | |
|---|---|---|
| Day-to-Day Decision Making | C C C C | (4) |
| | D D D D D D D D | (8) |
| Setting Rules of Operation | C C C C | (4) |
| | D D D D D D D D | (8) |
| Justifies Judgement, Corrects Errors | C C C C | (4) |
| | D D D D D D D D | (8) |

Continuing Education, consisting of credit classes, classes for specific groups seeking license renewal or other "life-long learning" classes which are held off campus are generally a campus function. Four institutions identified this as a centralized responsibility and three had no such function.

## I. Community College of Allegheny County

| | |
|---|---|
| Location: | Pittsburgh, Pennsylvania 15222 |
| Fall 1976 Headcount: | 15,790 |
| Number of Campuses: | 4 |
| Interviewees: | P. George Stavridis<br>Acting President, Vice-President<br>Educational Services and Administration<br><br>Dale Conrad, Vice-President<br>Finances and Business Affairs |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Community College of Allegheny County
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting(1) | X | X | X | X | | |
| 2. Budget Formulation and Planning | X | X | X | X | | |
| 3. Admissions/Registrar's Office(2) | X | X | X | X | | |
| 4. Automated Data Processing - Administrative(3) | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management(4) | | | | X | X | X |
| 5. Auxiliary Enterprises(5) | | X | X | X | X | X |
| 6. Campus Physical Planning(6) | X | X | X | | | |
| 7. Financial Aid- Accounting | | X | X | X | | |
| Financial Aid- Reporting | | X | X | X | | |
| Financial Aid- Monitoring | | X | X | X | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor(7) | X | X | X | | | |
| 11. Legal Services(8) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | | | | X | X | X |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action(9) | X | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | X | | X | | X |
| 14. Information Services -(10) Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | X | X | X | X | X | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Community College of Allegheny County
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation(11) | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | | | | | | |
| 18. Resource Development/Grantsmanship(12) | X | X | X | X | | |
| 19. Educational Planning & Development | X | X | X | X | | |
| 20. Student Services - Veterans Affairs | X | X | X | X | | |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) The campus Business Manager reports to the campus Vice President. There is a Central Accounting Office.

(2) a. The Central Administration staff conducts registration on each campus.
b. All student data are at Central offices.
c. There is a district-wide Registrar.

(3) Since 1975 the administrative function has been centralized under VP Business & Finance.

(4) There is a committee of ADP users. Academic ADP uses Central hardware through access to terminals at each campus.

(5) a. Food services are contracted.
b. Bookstore management is a responsibility of the campus Business Manager.

(6) The College retains a registered architect.

(7) On a day-to-day basis, the auditor reports to the Vice-President of Business. The internal auditor also has staff responsibilities and reports directly to the President.

(8) County law offices on retainer, as well as a labor attorney.

(9) Policy monitoring is centralized. Campus Personnel Office exists for day-to-day operations. The Affirmative Action Office reports to the Assistant to the President.

(10) There is one system-wide catalog. The Print Shop is located on campus. All publicity is coordinated by the Dean of Public Affairs. This office is currently involved in clarifying and interpreting the new copyright laws.

(11) M & O operations are centralized and consist of policy monitoring, budgeting, security service, renovations, planning, OSHA, new construction and architectural contracts. Supervision of this function is under the Business Office. Day-to-day operations are decentralized.

(12) The Director is in the Central Office. Campus personnel writes proposals; the Director oversees the paperwork.

## Additional Information

### Community College of Allegheny County

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: No, preparation is in process. (They may send a copy of their organizational chart when it is done.)

3. Question: When was the last organization structure reviewed?

   Answer: March 1975.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: Hayes Consultants did one in 1970 and another was completed in 1975 by College staff. It is now an on-going process of review by in-house staff.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: There is one executive dean, also known as the campus VP who has subordinates called deans.

6. Question: Is there external influence on the management structure?

   Answer: The President approves campus structure; the Board approves college-wide structure.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility and authority.

   Answer: The campus VP also called Campus Executive and Dean.

## II. Community College District VI

| | |
|---|---|
| Location: | Seattle, Washington 98109 |
| 1976 Fall Headcount: | 16,507 |
| Number of Campuses: | 3 |
| Interviewees: | Dr. Casey, Chancellor<br>Mr. Robert Terry, President, Central Campus |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Community College District VI
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | | X | X | X | | |
| 2. Budget Formulation and Planning(1) | | X | X | X | | |
| 3. Admissions/Registrar's Office | | | | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | X | X | | |
| 5. Auxiliary Enterprises | | | | X | X | X |
| 6. Campus Physical Planning | | | | X | X | X |
| 7. Financial Aid- Accounting | | | | X | X | X |
| Financial Aid- Reporting | | | | X | X | X |
| Financial Aid- Monitoring | | | | X | X | X |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research(2) | | | | | | |
| 9. Statistical Services | | X | X | X | | |
| 10. Internal Auditor(3) | | | | | | |
| 11. Legal Services(4) | | | | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records(5) | X | X | X | | | |
| Personnel - Affirmative Action | | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | | | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | X | X | X |
| Information Services - District Publicity (6) | X | X | X | X | X | X |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Community College District VI
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | | | | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship(7) | | | | X | X | X |
| 19. Educational Planning & Development(8) | X | X | X | X | X | |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | | | |
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Notes:

## Footnotes

(1) The budget is distributed by State formula.

(2) This position is being created and will be centralized.

(3) Internal auditing is a state function.

(4) .75 FTE by Assistant Attorney General.

(5) A file of records is maintained on each campus.

(6) District publicity is coordinated throughout the system. They have, on occasion, also contracted with an outside firm for Public Information.

(7) Currently very weak under campus leadership and is functioning on one campus only.

(8) Educational Planning and Development is coordinated between campus and central personnel.

## Additional Information

### Community College District VI

1. Question: Is the campus administrative structure uniform?

   Answer: Yes.

2. Question: Are there organizational charts available?

   Answer: Yes, they are due to be completed between March 1 and 15.

3. Question: When was the last organization structure reviewed?

   Answer: It is now under review.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: A consultant, Max Tablock, was selected. We plan to totally implement their suggestions, with minor deviations.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: Question unanswered.

6. Question: Is there external influence on the management structure?

   Answer: The Board of Trustees wants to reorganize in order to move toward greater centralization.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer: We view our centralized staff development program as effective.

## III. Cuyahoga Community College

| | |
|---|---|
| Location: | Cleveland, Ohio 44115 |
| Fall 1976 Headcount: | 28,100 |
| Number of Campuses: | 3 |
| Interviewee: | Douglas Eadie, Executive Assistant to Chancellor<br>Morise Arth, Vice-Chancellor, Financial Management |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Cuyahoga Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting (1) | X | X | X | | | |
| 2. Budget Formulation and Planning | | X | X | X | | |
| 3. Admissions/Registrar's Office (2) | | | | X | X | X |
| 4. Automated Data Processing - Administrative (3) | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | | | X | X | X |
| 5. Auxiliary Enterprises | | X | X | X | X | X |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid-Accounting | X | X | X | | | |
| Financial Aid-Reporting | X | X | X | | | |
| Financial Aid-Monitoring | X | X | X | | | |
| Financial Aid-Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services (4) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring (5) | | X | | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Cuyahoga Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation (6) | | X | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship | | X | X | X | | |
| 19. Educational Planning & Development (7) | X | X | X | | | |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) (8) | X | X | X | | | |
| 23. Continuing Education | X | X | X | | | |
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Notes:

## Footnotes

(1) Cuyahoga Business Offices are located both at the Central Office and at the campuses.

(2) a. A Registrar and a Director of Admissions and Records are on each campus.
b. More centralized coordination is needed.

(3) ADP is a $6,000,000 operation. The ADP Center is administered centrally.

(4) Legal Counsel is a full-time position with additional external help retained when necessary.

(5) Campus staff interviews and makes final selection of campus personnel. Central Staff makes final offers and handles recruitment.

(6) Rules of Plant Maintenance and Operation are set centrally for local campus operations. This was found to be very effective during the 1978 winter coal strike.

(7) Has been shifted from a decentralized function to centralized.

(8) Community Services operates from a budget of $66 million.

## Additional Information

### Cuyahoga Community College

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: Two years ago - it is considered an on-going process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: Some consulting was used, but not much review was done regarding organization.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: A one-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Board doesn't approve administrative structure.

7. Question: Describe the delivery of services to the campus.

   Answer: Question is unanswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer: The areas of finance and management are organized and mature. Coordination of educational programs has not been fully developed.

## IV. Dallas County Community College District

| | |
|---|---|
| Location: | Dallas, Texas 75202 |
| 1976 Fall Headcount: | 33,429 |
| Number of Campuses: | 4 |
| Interviewee: | Jackie Moe-Caswell, Administrative Assistant, Vice-Chancellor of Academic Affairs<br><br>Bill Tucker - On leave from position of Director of Higher Education Management, HEMI |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Dallas County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting[1] | X | X | X | X | | |
| 2. Budget Formulation and Planning | X | X | X | X | | |
| 3. Admissions/Registrar's Office[2] | | X | | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | X | X | | |
| 5. Auxiliary Enterprises | | | X | X | X | X |
| 6. Campus Physical Planning[3] | X | X | X | | | |
| 7. Financial Aid-[4] Accounting | | | X | X | X | X |
| Financial Aid- Reporting | | X | X | X | X | X |
| Financial Aid- Monitoring | | X | X | X | X | X |
| Financial Aid- Counseling | | X | | X | X | X |
| Financial Aid - Award Determination | | X | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | | | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | | | | X | X | X |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Dallas County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | X | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship(5) | X | X | X | X | | |
| 19. Educational Planning & Development | | X | X | X | X | X |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) A Business Office is located on each campus.

(2) Each campus has an admissions office but uses centralized ADP.

(3) This function is being phased out.

(4) The Director of Financial Aid on each college campus reports to Central Administration.

(5) Special Programming and Grants procurement are centralized with campus liaison.

## Additional Information

### Dallas County Community College District

1. Question: Is the campus administrative structure uniform?

   Answer: Yes.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: One year ago, but is an on-going process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility and authority.

   Answer: All on-campus functions report to campus.

## V. Los Angeles Community College District

| | |
|---|---|
| Location: | Los Angeles, California 90006 |
| 1976 Fall Head Count: | 135,099 |
| Number of Campuses: | 9 |
| Interviewees: | Leslie Koltai, Chancellor<br>Dr. John T. McCuen, Vice-Chancellor, Educational Planning and Development |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Los Angeles Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting(1) | X | X | X | | | |
| 2. Budget Formulation and Planning | X | X | X | X | | |
| 3. Admissions/Registrar's Office | | X | | X | X | X |
| 4. Automated Data Processing - Administrative(2) | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management(3) | | X | | X | X | X |
| 5. Auxiliary Enterprises | | | | X | X | X |
| 6. Campus Physical Planning | | X | X | X | | |
| 7. Financial Aid- Accounting | | X | X | X | | X |
| Financial Aid- Reporting | | X | X | X | | X |
| Financial Aid- Monitoring | | X | X | X | | X |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research(4) | X | X | X | X | X | X |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(5) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | | | | X | X | X |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring(6) | | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories)(7) | | | | X | X | X |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Los Angeles Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | | | | | | |
| 18. Resource Development/Grantsmanship | X | X | X | X | | |
| 19. Educational Planning & Development | | X | X | X | X | X |
| 20. Student Services - Veterans Affairs | | X | X | X | | |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | X | X | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) Each Campus has an Office of Accounting & Budget Services that reports to the campus President.

(2) Automated Data Processing has been through several cycles, centralized to decentralized. It is currently centralized but will become more and more decentralized.

(3) Each campus has small computers as well as terminals.

(4) Institutional Research is centrally coordinated with each campus housing a research person.

(5) This institution employees two full-time persons as legal counsel.

(6) Faculty recruitment and selection is a campus function but approval is centralized.

(7) Institution is considering printing college directories centrally.

## Additional Information

### Los Angeles Community College District

1. Question: Is the campus administrative structure uniform?

   Answer: No, there is considerable diversity due to size.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: On-going process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: No consultants were used.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Would like to decentralize but collective bargaining forces us to centralize.

7. Question: Describe the delivery of services to the campus.

   Answer: Developed centrally but delivered on campus.

8. Question: General comments about administration, responsibility, and authority.

   Answer: L.A. Community College District has an enormous number of guidelines, policies and procedures which were inherited from the public school system.

   There is heavy reliance on campus for implementation of policy and procedures.

   The principal function of central office is policy formulation, development of procedures, and implementation and monitoring of policy and procedures.

## VI. Macomb County Community College

| | |
|---|---|
| Location: | Detroit, Michigan |
| Fall 1976 Head Count: | 24,713 |
| Number of Campuses: | 2 |
| Interviewee: | Albert Lorenzo, Vice-President, Business |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Macomb County Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | X | X | X | | | |
| 2. Budget Formulation and Planning | X | X | X | | | |
| 3. Admissions/Registrar's Office | | | | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management(1) | | X | | X | | X |
| 5. Auxiliary Enterprises | | | | X | X | X |
| 6. Campus Physical Planning | | X | X | X | | X |
| 7. Financial Aid- Accounting | X | X | X | | | |
| Financial Aid- Reporting | X | X | X | | | |
| Financial Aid- Monitoring | X | X | X | | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | | | | | | |
| 11. Legal Services(2) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring(3) | | X | | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories)(4) | X | | | | X | X |
| Information Services - District Publicity | X | X | X | | | |
| Information Services -(4) Campus publicity on courses, program offerings | X | | | | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Macomb County Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | X | X | X | | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | | X | X | X | | X |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship | X | X | X | | | |
| 19. Educational Planning & Development | X | | X | X | X | X |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | X | X | X | | | |
| 23. Continuing Education | X | X | X | | | |
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Notes:

## Footnotes

(1) ADP for Instructor/Student management includes both terminals and time sharing.

(2) Legal counsel is on retainer.

(3) Personnel salary administration, hiring, and other decisions are heavily subject to negotiation. The district houses a complete labor relation staff with a current budget of $300,000 for contract administration. Seven separate unions have negotiated contracts in this district.

(4) All printing is done at central in our facilities.

## Additional Information

### Macomb County Community College

1. Question: Is the campus administrative structure uniform?

   Answer: Yes

2. Question: Are there organizational charts available?

   Answer: Yes

3. Question: When was the last organizational structure reviewed?

   Answer: October 1975

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house

5. Question: Is the academic administration a one- or two-dean system?

   Answer: Four, see answer to Question 8.

6. Question: Is there external influence on the management structure?

   Answer: No answer.

7. Question: Describe the delivery of services to the campus.

   Answer: No answer.

8. Question: Do you have any general comments about administration, responsibility, and authority?

   Answer: Centralized system works well with four(4) deans reporting to a central Vice-President for Instruction. The four deans administrate, respectively, General Education, Business Education, Technical Education, and Continuing Education. Each dean supervises two assistant deans in his respective area of responsibility.

## VII. Maricopa County Community College District

| | |
|---|---|
| Location: | Phoenix, Arizona 85002 |
| 1976 Fall Head Count: | 48,150 |
| Number of Campuses: | 5 |
| Interviewees: | Walt Morrison, Vice-Chancellor for Education and Development<br>A. W. Flowers, Executive Vice-President, Business Services |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Maricopa County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | X | X | X | | | |
| 2. Budget Formulation and Planning(1) | X | X | X | X | | |
| 3. Admissions/Registrar's Office | | X | | X | X | X |
| 4. Automated Data Processing - Administrative(2) | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | X | X | | X |
| 5. Auxiliary Enterprises(3) | | X | X | X | | |
| 6. Campus Physical Planning(4) | | X | X | X | | |
| 7. Financial Aid-Accounting | X | X | X | | | |
| Financial Aid-Reporting | X | X | X | | | |
| Financial Aid-Monitoring | X | X | X | | | |
| Financial Aid-Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research(5) | | | | X | X | X |
| 9. Statistical Services | | | | X | X | X |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(6) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | X | | X | | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | X | X | X |
| Information Services - District Publicity | | | | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Maricopa County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O -[7] Local Campus Operation | X | X | X | | | |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship[8] | X | X | X | X | | |
| 19. Educational Planning & Development | | | | X | X | X |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) a. Accounting & Budget functions are centralized; campus Business Managers report to Central Administration.
b. The budget process is centralized in Chancellor's Office.

(2) ADP is centralized, but have Cathode Ray Tubes on campus. Bids are presently out for ADP centralization and decentralization.

(3) They do not want to centralize any auxiliary enterprise.

(4) Campus Physical Planning is a cooperative effort between central and campus staff.

(5) Institutional Research is coordinated at the district level, but one full-time research person is housed on each campus.

(6) One full-time person as legal counsel.

(7) Professional and tradesmen are centralized; on-campus Maintenance & Operation functions are the responsibility of Central Administration.

(8) Special programs and grants are handled by two people in Central Administration and one on each campus. This function will eventually be centralized.

## Additional Information

### Maricopa County Community College District

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: They are in process and will be sent when complete.

3. Question: When was the last organization structure reviewed?

   Answer: In 1976-77 and is presently under review again.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: By in-house staff.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: 1 Dean of Instruction
   1 Dean of Continuing Education
   1 Dean of Students on campus

6. Question: Is there external influence on the management structure?

   Answer: Yes. The review of organizational structure was initiated by the Board last year and new Chancellor was appointed in 1977.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer: The College District is presently being reorganized and it is anticipated they will decentralize. Currently both Support Services are centralized and Educational Support is decentralized.

   Fiscal resources: 41% by formula, 58% through local taxes. There is no tuition charge.

## VIII. The Metropolitan Community Colleges

| | |
|---|---|
| Location: | Kansas City, Missouri 64111 |
| 1976 Fall Head Count: | 14,460 |
| Number of Campuses: | 4 |
| Interviewee: | John Gazda, Vice-Chancellor for Planning & Development |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Metropolitan Community Colleges
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | X | X | X | | | |
| 2. Budget Formulation and Planning | | X | X | X | X | X |
| 3. Admissions/Registrar's Office | | | | X | X | X |
| 4. Automated Data Processing - Administrative(1) | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management(2) | X | X | | X | X | X |
| 5. Auxiliary Enterprises | | | | X | X | X |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | | | | X | X | X |
| Financial Aid- Reporting | | X | X | X | | |
| Financial Aid- Monitoring | X | X | X | | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor(3) | X | X | X | | | |
| 11. Legal Services(4) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | X | | |
| Personnel - Affirmative Action | | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | X | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories) | | | | X | X | X |
| Information Services - District Publicity | X | X | X | | | |
| Information Services -(5) Campus publicity on courses, program offerings | | | | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Metropolitan Community Colleges
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | | | | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship(6) | X | X | X | X | | |
| 19. Educational Planning & Development | X | X | X | | | |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit)(7) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) All Registrar information centralized in ADP.

(2) Instructional ADP is decentralized through terminal, input-output.

(3) They have two auditors. One is a fiscal internal auditor, and one a program internal auditor.

(4) Legal counsel is on retainer.

(5) Each campus publishes their own catalog.

(6) Writing staff is located at central.

(7) This function was centralized and is now a campus responsibility. It includes both credit and non-credit courses. Under changes in the new state laws, they stress vocations, job-related classes, and public service.

## Additional Information

### The Metropolitan Community Colleges

1. Question: Is the campus administrative structure uniform?

   Answer: No. The Board doesn't approve administrative structure.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: In 1977.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system is now in effect. Formerly had a two-dean system but recently moved to a one-dean system in order to effect better coordination.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: Through the Dean of Administrative Services.

8. Question: General comments about administration, responsibility, and authority.

   Answer: Evaluations of educational programs are centralized.

## IX. Miami-Dade Community College

| | |
|---|---|
| Location: | Miami, Florida 33176 |
| 1976 Fall Head Count: | 38,005 |
| Number of Campuses: | 4 |
| Interviewees: | Bob McCabe, Executive Vice-President<br>Horace Traylor, Dean of Development |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Miami-Dade Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | X | X | X | | | |
| 2. Budget Formulation and Planning(1) | X | X | X | X | | |
| 3. Admissions/Registrar's Office(2) | X | X | X | X | | |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | | X | | X |
| 5. Auxiliary Enterprises | X | X | X | X | | |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | X | X | X | | | |
| Financial Aid- Reporting | X | X | X | | | |
| Financial Aid- Monitoring | X | X | X | | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research(3) | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(4) | X | X | X | | | |
| 12. Library Services -(5) Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring(6) | | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories)(7) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | X | X | X | | | |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Miami-Dade Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. (8) | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship (9) | X | X | X | X | | |
| 19. Educational Planning & Development | X | X | X | X | | |
| 20. Student Services - Veterans Affairs | X | X | X | X | | |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) Each campus handles budgeting through an allocation and formula process.

(2) Policy and monitoring functions are centralized.

(3) Each campus has a research person in the instructional area.

(4) There is a legal firm on retainer.

(5) All audio-visual services centralized.

(6) Delivery, selection and hiring are done in each campus office which reports directly to Central Administration.

(7) There is a centrally located internal print shop. However, catalogs are printed commercially.

(8) Engineers, plumbers, electricians are contracted services which are under Central Administration.

(9) Proposals are initiated and written at the campus level and are coordinated by central through a college committee.

## Additional Information

### Miami-Dade Community College

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: Yes, at a cost of $15.00.

3. Question: When was the last organization structure reviewed?

   Answer: It is a continual process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house through internal studies by staff.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system.

6. Question: Is there external influence on the management structure?

   Answer: The trend is toward more centralization caused by State and Federal regulations.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer: Centralized functions being studied for decentralization:

   a. Business Manager
   b. Printing
   c. Audio-Visual
   d. Maintenance & Operations

   Decentralized functions being studied for centralization:

   a. Registration
   b. Academic administration

   Continuing Education and Community Services provided by one campus only.

## X. Montgomery College

| | |
|---|---|
| Location: | Rockville, Maryland |
| 1976 Fall Head Count: | 13,984 |
| Number of Campuses: | 3 |
| Interviewee: | Robert Appel - Academic Vice-President |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Montgomery College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting(1) | X | X | X | | | |
| 2. Budget Formulation and Planning | | X | X | X | X | |
| 3. Admissions/Registrar's Office | | X | | X | | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | | X | X | X |
| 5. Auxiliary Enterprises(2) | X | X | X | | | |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | X | X | X | | | |
| Financial Aid- Reporting | | X | X | X | | |
| Financial Aid- Monitoring | | X | | X | | X |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | X | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(3) | X | X | X | | | |
| 12. Library Services - Student Access | | X | | X | X | X |
| Library Services - Technical Services(4) | | X | | X | X | X |
| 13. Personnel - Records | X | X | X | X | | X |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | | X | | X | X | X |
| Personnel - Hiring(5) | | X | | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | X | X | X | X | | |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Montgomery College
College District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | X | X | X | | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship(6) | | X | X | X | X | X |
| 19. Educational Planning & Development(7) | | | | X | X | X |
| 20. Student Services - Veterans Affairs | | X | X | X | | |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | X | X | X | | | |
| 23. Continuing Education | | | | | | |
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Notes:

## Footnotes

(1) Account managers are located throughout the system with central responsibility.

(2) The bookstores are consolidated under the Academic Vice-President. Auxiliary Enterprises also includes food management.

(3) Legal counsel is on retainer, rather than contract.

(4) They are moving toward the centralization of technical library services.

(5) Faculty selection done on campus but moving toward centralization.

(6) Proposals for grants are drafted on campus and reviewed centrally.

(7) Educational planning and development is a campus function which is reviewed centrally.

## Additional Information

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: It is an on-going process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: Consultants were used and found to be very helpful. Would use them again. Implemented a portion of the firm's suggestions.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: The information was not obtained.

6. Question: Is there external influence on the management structure?

   Answer: The centralization-decentralization issue is determined by:

   a. Economics
   b. State Board
   c. Feasibility of Operations

7. Question: Describe the delivery of services to the campus.

   Answer: The information was not obtained.

8. Question: General comments about administration, responsibility, and authority.

   Answer: Fiscal resources are derived from the State on an FTE basis, tuition, or county funds (direct funding rather than a mil levy).
   There is no collective bargaining at this time.
   The trend is toward decentralization.

## XI. Oakland Community College

| | |
|---|---|
| Location: | Bloomfield Hills, Michigan 48013 |
| 1976 Fall Head Count: | 18,400 |
| Number of Campuses: | 4 |
| Interviewees: | W. H. Nikkel, Vice President for Business<br>Marion Rice, Provost, Auburn Hills Campus |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Oakland Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting (1) | X | X | X | X | | |
| 2. Budget Formulation and Planning | | X | X | X | | |
| 3. Admissions/Registrar's Office | X | X | X | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | | X | X | X |
| 5. Auxiliary Enterprises | X | X | X | | | |
| 6. Campus Physical Planning | X | X | X | X | | |
| 7. Financial Aid- Accounting | X | X | X | | | |
| Financial Aid- Reporting | X | X | X | | | |
| Financial Aid- Monitoring | X | X | X | | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research (2) | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services (3) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services (4) | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | X | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | X | X | X | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Oakland Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | | | | | | |
| 18. Resource Development/Grantsmanship(5) | X | X | X | X | | |
| 19. Educational Planning & Development | | | | X | X | X |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit)(5) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) The campus Business Manager reports to campus Provost.

(2) Institutional Research and Statistical Services are almost non-existent. What little there is, is under the Dean of Student Services.

(3) Legal counsel is on retainer.

(4) Technical services are handled on one campus only.

(5) Director of Community Services is involved in securing grants and initiating special programs. Proposals are also initiated and written at the campus level.

## Additional Information

### Oakland Community College

1. Question: Is the campus administrative structure uniform?

   Answer: Yes.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: In 1972.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Information was not obtained.

7. Question: Describe the delivery of services to the campus.

   Answer: Information was not obtained.

8. Question: General comments about administration, responsibility, and authority.

   Answer:
   a. There are a total of 28 administrators.
   b. Fiscal resources: District tax levy, student tuition, State funding.
   c. Collective bargaining is used to negotiate contracts and benefits.
   d. Accounting and registration are computerized.
   e. Students may register by mail.
   f. They are considering decentralizing the registrar's functions.
   g. Conversely, they are considering moving towards a more centralized use of technical library services.

   They are much more centralized now when compared to 1976.

## XII. Peralta Community College District

| | |
|---|---|
| Location: | Oakland, California 94810 |
| 1976 Fall Head Count: | 34,599 (8,340 full-time) |
| Number of Campuses: | 5 |
| Interviewees: | Elwood Hancock, Vice-Chancellor for Business and Administration<br>Donald Godbold, Vice-Chancellor, Educational Services |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Peralta Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting(1) | | X | X | X | | |
| 2. Budget Formulation and Planning | | X | X | X | X | X |
| 3. Admissions/Registrar's Office(2) | | | | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | X | | |
| Automated Data Processing - Instructor/Student Management | | X | | X | | X |
| 5. Auxiliary Enterprises(3) | | | | X | X | X |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting(4) | | | X | X | X | |
| Financial Aid- Reporting | | | X | X | X | |
| Financial Aid- Monitoring | | | X | X | X | |
| Financial Aid- Counseling | | | X | X | X | |
| Financial Aid - Award Determination | | | X | X | X | |
| 8. Institutional Research(5) | | | | | | |
| 9. Statistical Services(6) | | | | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(7) | | | | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | | | | X | X | X |
| 13. Personnel - Records | | X | X | X | X | X |
| Personnel - Affirmative Action(8) | | | | X | X | X |
| Personnel - Salary Administration | | X | | X | | |
| Personnel - Hiring | | X | X | X | X | X |
| 14. Information Services - Publications (catalogs, brochures, directories) | | | | X | X | X |
| Information Services - District Publicity(9) | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings(10) | | | | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Peralta Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt.(11) | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship(12) | | | | X | X | X |
| 19. Educational Planning & Development | X | X | X | | | |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | | | |
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Notes:

## Footnotes

(1) On campus services for budget, plant maintenance and operations, and purchasing are under each campus Business Manager.

(2) Records are centralized but each campus has a Registrar.

(3) The bookstore and food service on each campus is under the direction of the Associated Student Organization; they are student owned and operated.

(4) Each campus has a Financial Aid Office.

(5) Institutional Research, if done at all, is conducted on campus.

(6) Statistical Services are compiled by ADP.

(7) County legal counsel is used.

(8) There is no central affirmative action officer.

(9) Public Information and Community Relations are centralized and the position is under the Chancellor.

(10) Local PR and programming are handled at each campus under campus administration.

(11) College-Wide Physical Plant Management includes development of specifications for new buildings and some maintenance supervision.

(12) Proposals originate on campus but are monitored at Central Administration by one staff member who also acts as a consultant to campus personnel.

## Additional Information

### Peralta Community College District

1. Question: Is the campus administrative structure uniform?

   Answer: No.

2. Question: Are there organizational charts available?

   Answer: Yes (not current).

3. Question: When was the last organization structure reviewed?

   Answer: Within the last 6 months.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: An internal review by staff.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system with assistant deans.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility, and authority.

   a. Colleges have had more autonomy but are going toward a more centralized approach because of economy and efficiency of control.
   b. Coordination handled through administrative council structure chaired by somebody on administrative staff.

## XIII. San Diego Community College District

| | |
|---|---|
| Location: | San Diego, California 92108 |
| 1976 Fall Head Count: | 38,380 |
| Number of Campuses: | 4 |
| Interviewees: | Garland P. Peed, Chancellor<br>George Yee, Campus President |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

San Diego Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting(1) | | X | X | X | | |
| 2. Budget Formulation and Planning | | X | X | X | | |
| 3. Admissions/Registrar's Office(2) | | X | X | X | | |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management(3) | | X | X | X | | |
| 5. Auxiliary Enterprises(4) | | X | X | X | X | X |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | | X | X | X | | |
| Financial Aid- Reporting | | X | X | X | | |
| Financial Aid- Monitoring | X | X | X | | | |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(5) | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | | | | X | X | X |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action(6) | X | X | X | X | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring(7) | | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories) | | | | X | X | X |
| Information Services - District Publicity(8) | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

San Diego Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing(9) | X | X | X | | | |
| 18. Resource Development/Grantsmanship | X | X | X | X | | |
| 19. Educational Planning & Development | X | X | X | X | | |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | X | X | X | | | |
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Notes:

## Footnotes

(1) San Diego Community College District Business Office function is coordinated centrally. On campus function under the campus Business Manager who reports to the campus President.

(2) a. Centralized for coordination and records only.
b. Permanent records stored/housed centrally.
c. Services provided on campus.

(3) Hardware is located centrally; terminals are located on each campus.

(4) Coordinated centrally; operated by campus staff.

(5) Full-time legal counsel is provided through contract with the county.

(6) Affirmative Action Officers are located on each campus.

(7) The campus Business Manager performs campus personnel functions.

(8) Stresses a strong central image.

(9) Warehousing/central supply is handled by each bookstore on campus.

## Additional Information

### San Diego Community College District

1. Question: Is the campus administrative structure uniform?

   Answer: No, it is determined by size and area. 4,000 FTE is the breaking point for change of structure.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: 1973.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house review by foundation funded grant.

5. Ouestion: Is the academic administration a one- or two-dean system?

   Answer: Two-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: On campus delivery of services report to campus President.

8. Question: General comments about administration, responsibility, and authority.

   Answer:
   a. The governing board tries to administer rather than set policy.
   b. Economy is a factor for centralization.
   c. There is a high degree of competition for dollars; they must rely on district services because of costs.
   d. One campus is vocal about their need for autonomy because they don't want to share money with poor campuses.
   e. College/campus has the advantage of district staff specialization.

## XIV. St. Louis Community College

| | |
|---|---|
| Location: | St. Louis, Missouri 63110 |
| 1976 Fall Head Count: | 28,257 |
| Number of Campuses: | 3 |
| Interviewees: | Richard Greenfield, Chancellor<br>John C. Robertson, Vice-Chancellor for Administration |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

St. Louis Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting[1] | X | X | X | | | |
| 2. Budget Formulation and Planning | | X | X | X | | |
| 3. Admissions/Registrar's Office | | | | X | X | X |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | X | X | | |
| 5. Auxiliary Enterprises | | | | X | X | X |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | X | X | X | | | |
| Financial Aid- Reporting | X | X | X | | | |
| Financial Aid- Monitoring | | | | X | X | X |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research[2] | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services[3] | X | X | X | | | |
| 12. Library Services - Student Access | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | X | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | X | X | X | | |
| 14. Information Services -[4] Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | | | X | X | X |

ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

St. Louis Community College
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing (5) | X | | | X | X | X |
| 18. Resource Development/Grantsmanship(6) | | X | X | X | | |
| 19. Educational Planning & Development(7) | | X | X | X | X | X |
| 20. Student Services - Veterans Affairs | | | | X | X | X |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit) | | | | X | X | X |
| 23. Continuing Education | | | | X | X | X |
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Notes:

## Footnotes

(1) Each campus has a Business Officer reporting to the campus President.

(2) Institutional Research has just been centralized. Formerly it was at the campus level.

(3) Legal counsel is on retainer.

(4) Some contracting is done for brochure development and catalog printing.

(5) Warehousing is limited.

(6) Proposal development is done on campus, central staff provides technical assistance and editing.

(7) Educational Planning and Development is a cooperative function between central and campus staff.

## Additional Information

### St. Louis Community College

1. Question: Is the campus administrative structure uniform?

   Answer: No. Administrative levels and pay grades are uniform but not the administrative structure.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: A major review was conducted two years ago and is now a constant on-going process.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: A consultant was used and wouldn't be used again. The consultant's suggestions were not implemented.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: One-dean system.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unanswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer:
   a. Currently going through process of reorganizing division structure.
   b. Moving toward collective bargaining.
   c. Educational planning is newly centralized this year.
   e. Stepping up of central audit function to other areas rather than maintaining a financial emphasis.

## XV. Tarrant County Junior College District

| | |
|---|---|
| Location: | Fort Worth, Texas 76102 |
| 1976 Fall Head Count: | 19,203 |
| Number of Campuses: | 3 |
| Interviewees: | C. A. Roberson, Executive Vice-Chancellor<br>Herman Crow, President, South Campus |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Tarrant County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 1. Accounting | X | X | X | | | |
| 2. Budget Formulation and Planning | | X | X | X | | |
| 3. Admissions/Registrar's Office | X | X | X | | | |
| 4. Automated Data Processing - Administrative | X | X | X | | | |
| Automated Data Processing - Instructor/Student Management | | X | | X | X | X |
| 5. Auxiliary Enterprises | X | X | X | | | |
| 6. Campus Physical Planning | X | X | X | | | |
| 7. Financial Aid- Accounting | | | | X | X | X |
| Financial Aid- Reporting | | | | X | X | X |
| Financial Aid- Monitoring | | X | X | X | X | X |
| Financial Aid- Counseling | | | | X | X | X |
| Financial Aid - Award Determination | | | | X | X | X |
| 8. Institutional Research | X | X | X | | | |
| 9. Statistical Services | X | X | X | | | |
| 10. Internal Auditor | X | X | X | | | |
| 11. Legal Services(1) | X | X | X | | | |
| 12. Library Services - Student Access(2) | | | | X | X | X |
| Library Services - Technical Services | X | X | X | | | |
| 13. Personnel - Records | X | X | X | | | |
| Personnel - Affirmative Action | X | X | X | | | |
| Personnel - Salary Administration | X | X | X | | | |
| Personnel - Hiring | | X | X | X | | |
| 14. Information Services - Publications (catalogs, brochures, directories) | X | X | X | | | |
| Information Services - District Publicity | X | X | X | | | |
| Information Services - Campus publicity on courses, program offerings | | X | X | X | | X |

## ADMINISTRATIVE FUNCTIONS AND MODES OF CONTROL

Tarrant County Community College District
College/District

| Function Items | Function of Central | | | Function of Campus | | |
|---|---|---|---|---|---|---|
| | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors | Day-to-Day Decision Making | Setting Rules of Operation | Justifies Judgement, Corrects Errors |
| 15. Physical Plant M & O - Local Campus Operation | | | | X | X | X |
| Physical Plant M & O - College-wide Physical Plant Mgmt. | X | X | X | | | |
| 16. Purchasing | X | X | X | | | |
| 17. Warehousing | X | X | X | | | |
| 18. Resource Development/Grantsmanship | X | X | X | X | | |
| 19. Educational Planning & Development(3) | X | X | X | X | | |
| 20. Student Services - Veterans Affairs | | X | X | X | | |
| Student Services - Counseling and Testing | | | | X | X | X |
| Student Services - Student Activities | | | | X | X | X |
| Student Services - Health Services | | | | X | X | X |
| 21. Instructional Services | | | | X | X | X |
| 22. Community Services (Non-Credit)(4) | X | X | X | | | |
| 23. Continuing Education(4) | X | X | X | | | |
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Notes:

## Footnotes

(1) Legal counsel in on retainer.

(2) They have a District Director of Learning Resources.

(3) Educational Planning and Development is under district control with campus input.

(4) Community Services and Continuing Education are a 4th campus, separate from the Central and other campuses.

## Additional Information

1. Question: Is the campus administrative structure uniform?

   Answer: No. It is determined, in large part, by size.

2. Question: Are there organizational charts available?

   Answer: Yes.

3. Question: When was the last organization structure reviewed?

   Answer: In 1968.

4. Question: Was the review accomplished by consultants or in-house?

   Answer: In-house.

5. Question: Is the academic administration a one- or two-dean system?

   Answer: Question unanswered.

6. Question: Is there external influence on the management structure?

   Answer: Question unanswered.

7. Question: Describe the delivery of services to the campus.

   Answer: Question unaswered.

8. Question: General comments about administration, responsibility, and authority.

   Answer:
   a. They are moving toward centralization.
   b. The campus President functions as the Academic Dean.
   c. The Financial Aid function should be centralized.
   d. Programs are planned centrally and implemented on campus.

Appendix C

DISTRICT ORGANIZATIONAL CHARTS

The organizational charts of these community junior colleges/districts have been collected and filed in the library of the Office of Research and Development. Any readers who are interested in studying these charts may contact the Office of Research and Development.

Appendix D

FOOTNOTES

1. Colorado Commission on Higher Education, A Plan and a Process for Post-Secondary Education in Colorado: Quality and Access, 1978, chapter, V. p. 36.

2. Colorado, General Assembly, House Bill 1448, (1967).

3. Colorado, General Assembly, House Bill 1449, (1967).

4. Kintzer, Frederick C., Jensen, Arthur M., and Hansen, John S., The Multi-Institution Junior College District, (Los Angeles, CA; California U., 1969), (Washington, DC: American Association of Junior Colleges (AAJC), n.d.; U.S., Department of Health, Education, and Welfare, Office of Education, n.d.: ERIC Clearinghouse for Junior College Information, AAJC Monograph Series, No. ED03415), n.d., pp. 28-35.

5. Ibid.

6. Drucker, Peter F., Management, Tasks, Responsibilities and Practice, (New York: Harper & Row, 1973), pp. 158-9.

7. Kintzer, op. cit., pp. 18 - 20, 49 - 54.

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Appendix E

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